



2009 Annual Report

WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES

# CONNECTED. *to our* community

## *Mission*

*We serve people, promote self-reliance, and provide safety by delivering quality services and developing community partnerships.*

## *Vision*

*We envision Washington County as a community where people are responsible, self-reliant, economically secure, and safe from abuse and neglect.*

## *Values*

*In all of our interactions with employees, clients and stakeholders, we will be guided by the following values:*

*Human Dignity*

*Respect*

*Compassion*

*Teamwork (Collaboration)*

*Communication*

*Quality of Services*

*Integrity*

## *Goals*

*To create a work environment that fosters growth, teamwork, open communication, respect and in which all employees are recognized for their value as the organization's greatest asset.*

*To promote community partnerships through effective communication, cooperation and collaboration.*

*To continuously improve the quality of service.*

*To promote public awareness of the agency's mission and services.*

*To treat all customers/clients with respect and to communicate the services offered by the agency and its community partners.*



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THE PAST YEAR HAS  
BEEN MARKED BY  
*continued*  
PROGRESS IN OUR  
COMMITMENT  
TO COMMUNITY.

## MESSAGE FROM THE DIRECTOR

**I**t is with great pleasure that I present the 2009 Annual Report. The past year has been marked by continued progress in our commitment to community. This commitment goes beyond providing county residents with quality services that enable a safe, healthy, basic standard of living. It means working as a team with community partners toward common goals, and developing creative and responsive services, which allow county residents to be safe and reach their full potential. We embrace strategic planning and continuous quality improvement as the primary means to reach our goals.

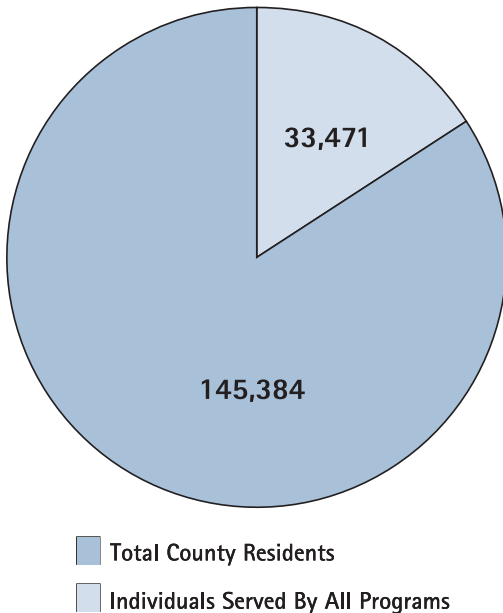
Fiscal Year 2009 has been a challenging year for our clients and staff. Washington County has been extremely hard hit by the national recession as evidenced by our local unemployment rate which exceeds 10 percent. Vulnerable adults, children and families were all negatively affected by the grim

economic conditions. Eight hundred sixty-one more families received Food Stamps than in FY'08 (18 percent). The number of Temporary Cash Assistance cases increased 15 percent to 395. Altogether, the Department took a total of 20,565 applications (9 percent increase) from county residents with poverty-related needs. For the first time in the history of this service, Child Support collections dropped 2 percent. Reports of physical abuse of children increased 20 percent. Adult Services caseloads were reduced and Adult Protective Services (APS) were increased as a result of a four month moratorium on acceptance of new cases into the Social Services to Adults (SSTA) program.

Many staff experienced caseload increases of varying duration caused by a soft hiring freeze. As a result of state budgetary constraints, state employees were also affected by an across-the-board salary cut, and furlough days.

# COMMUNITY

**COUNTY RESIDENTS SERVED BY WCDSS**  
*Fiscal Year 2009*



Despite these obstacles, our outstanding staff achieved many noteworthy accomplishments described in the following pages. Particularly encouraging was the continued success of our Family Centered Practice casework which helped to reduce the total number of children in foster care (15 percent) for the second year in a row. Twenty of 59 youth were moved from group homes to family placements as a result of a special, “Transitioning Youth to Families,” initiative. Family Investment and Child Support staff demonstrated great creativity and resourcefulness re-engineering work processes to compensate for workload increases. Specifically, FI staff instituted a telephone interview procedure for Food Stamp recertifications which cut thirty minutes from each transaction. Child Support staff streamlined the receipting and collection process by more than one hour per day by expanding our courier contract.

The Department’s successful performance in FY’09 is a direct result of the tireless efforts of Melissa A. Cline, *Assistant Director for Adult,*

*Child, and Family Services*; Rosalind A. Martin, *Assistant Director for Family Investment*; L. Bruce Massey, *Assistant Director for Administration*; Barbara J. Moyer, *Assistant Director for Child Support Enforcement*; Martha K. West, *Executive Assistant*; and the Department’s supervisors, lead workers and staff.

With the support of our community partners, the Department of Human Resources, state and local elected officials and the Board of Social Services, we will continue to build on our vision of a Washington County where all people are responsible, self-reliant, economically secure and safe from abuse and neglect.

**David A. Engle**, *Director*  
*Washington County Department of Social Services*



## *Fiscal Year 2009 Accomplishments*

- Placed 170 Temporary Cash Assistance (TCA) customers in unsubsidized employment with 136 employers at an average wage of \$8.78 per hour.
- Continued two Job Opportunity Bus Shuttles (JOBS) to assist low-income households with transportation to and from work and childcare facilities. An average of 21 riders were served each month, with an average of 729 trips per month.
- Accepted over 20,565 applications from county residents with poverty-related needs and approved 14,278 applications for various assistance programs, including TCA.
- Granted an average of 17,986 households per month some form of financial or medical assistance.
- Hosted a monthly average of 16 former TCA customers at our after-hours, off-site, *Work-It-Out* workshop for newly employed TCA customers, and provided licensed childcare for a monthly average of 17 children.
- Served 244 TCA customers through our in-house *JOBReady* Center.
- Diverted 89 percent of TCA applicants from the need for cash assistance through job placements, emergency assistance, welfare avoidance grants and referrals to community partners.
- Continued the Non-Custodial Parent Employment Program (NPEP). This program prepares non-custodial parents for employment through the job readiness program of the *JOBReady* Center to help them meet their child support obligations. Two hundred seventy-eight non-custodial parents were served in the *JOBReady* Center with 66 gaining employment for a 24 percent success rate at an average wage of \$8.26 per hour.
- A collaborative effort between the Family Investment Administration and the Western Maryland Consortium resulted in 16 youth from low-income families being enrolled in a Summer Jobs for Youth Program at an average hourly wage of \$7.25 for an average of 35 hours weekly.
- Services Access and Information Link (SAIL) was implemented in FY'09. Web based, SAIL was developed as a strategy to increase FI customers to apply for benefits. In FY'09, 706 applications were received electronically.
- Work Experience/Internship Program for TCA recipients was implemented during FY'09. Fifteen recipients participated with nine of those placed at WCDSS in the Customer Service/Clerical Support Unit. Six placements were at Food Resources, REACH, Head Start, Salvation Army and Discovery Station. Participants gain experience and work skills to make themselves more marketable.
- Cut Food Stamp interview times in half through use of a new, locally developed telephone interview procedure.

## WELFARE REFORM IN WASHINGTON COUNTY

In FY'09, TCA cases increased 17 percent with 401 open cases. Since 1995, there has been more than an 80 percent reduction in the TCA customers served and over 1,000 cases have been closed. Many exiting the system found employment. With a local unemployment rate of 10 percent, we are strategizing to implement paid and unpaid work experience and internship programs.

### ***JOBReady Center***

Specialized case managers in the in-house employment readiness center assess needy families with children applying for TCA for immediate and long-term needs. Barriers to successful employment are examined, skills and experience evaluated and individual plans of action are developed to assist customers overcome challenges. In addition, diversion programs such as job readiness funds, Welfare Avoidance Grants (WAGS) and Emergency Assistance (EAFC) are offered as alternatives to cash assistance. Applicants not able to find immediate employment must attend job readiness classes where a job coach helps them focus on job search techniques. The job coach maintains an important link with area employers and often matches applicants with prospective employers. Support services offered to TCA customers include job readiness funds to purchase work-related items, bus vouchers, taxi rides and other individualized services. Bus vouchers are available for TCA customers who have access to the County Commuter in order to pursue work and travel to and from employment and childcare. An average of 300 bus vouchers are dispersed each month.

The JOBReady Center processed 1,881 TCA applications in FY'09. While most were diverted, 170 out of 246 approved applicants found employment either through the benefit of a

diversion program or on their own. When TCA customers find employment, retention services are offered for one full year to assist the family move toward financial growth and security. Food Supplements remain at the same rate as previous to employment for five months to ease the transition from welfare and to supplement food budgets. Day care vouchers are available to supplement payments to childcare providers.







## COMMUNITY PARTNERS

Family Investment staff diligently pursues work and training programs for TCA customers in partnership with the following community organizations:

**Department of Labor, Licensing and Regulation (DLLR)**—Provides job placement services to current and former TCA customers. Places a representative in the agency's reception room twice weekly to offer job referrals and link customers with their services. Registered 192 current and former TCA customers during FY'09.

**Department of Rehabilitative Services (DORS)**—Administers a work adjustment and assessment program for TCA customers with disabilities. Served 23 TCA customers during FY'09.

**Family Center**—Expectant parents and families with children under the age of four are referred to the agency's Family Center for job readiness and other skills training including driver's education. Also, the *Dads' Connection* continues to offer opportunities geared toward employment services and family preservation.

**Community Action Council (CAC)**—Helps to provide TCA customers with additional services, including rental assistance and emergency funds.

**Hagerstown Housing Authority**—Assists TCA customers living in public housing through their Family Self-Sufficiency program and other subsidized housing programs.

**CASA, Inc. (Citizens Assisting and Sheltering the Abused)**—Provides counseling and other related services to TCA customers identifying domestic violence as a barrier to employment. Served 255 TCA customers during FY'09.

**County Commuter**—Operates our JOBS Shuttle and provides discounted bus vouchers to assist TCA customers without transportation to search for jobs and get to and from work. Transported an average of 24 riders each month.

### **Washington County Health Department—**

Two on-site Health Department substance abuse specialists screened 608 TCA applicants and recipients for substance abuse and provide opportunities to participate in Health Department treatment/recovery programs.

**Western Maryland Consortium**—Provides training and work experience opportunities to TCA applicants and recipients through the *Workforce Investment Act*.

**Washington County Housing Authority**—Works with WCDSS to station county employees in the agency to ensure that TCA customers achieve employment success. The agency's highly successful diversion achievements are directly related to this cooperative effort.

**Head Start of Washington County**—Provides pre-school education programs to our TCA families with children.

**Alliance for Parent, Provider and Local Employer Solutions (APPLES for Children, Inc.)**—Provides TCA customers with individualized referrals to local child care providers. In FY'09, 269 children were served.

**Washington County Community Partnership (WCCP) for Children and Families**—An integral partner in planning, development and implementation of the *Hopewell Express*.

### **Horizon Goodwill Industries, Inc. (HGI)—**

A community expert in workforce development is our newest partner in our efforts to find and maintain employment for our disabled and hard to place Temporary Cash Assistance (TCA) customers. HGI provides in-depth vocational assessment and evaluation along with individualized work experience and job training activities for the goal of job placement opportunities for our customers. Served 17 TCA customers during FY'09.

Community partners meet quarterly with WCDSS representatives to discuss customer needs and





solutions for self-sufficiency. The enthusiasm and hard work of this group has proven to be extremely successful in helping TCA customers find and keep jobs. Collaborative efforts of human services, community organizations and businesses are imperative for the continued success of welfare reform in Washington County. The agency is proud to partner with this comprehensive team of professionals and welcomes the new partnerships that continue to evolve.

### RETENTION SERVICES

Efforts to enhance employment are continued for up to one year by providing the opportunity for employed TCA customers to meet regularly with their peers and case managers. Many obstacles are identified and remedied before employment is jeopardized.

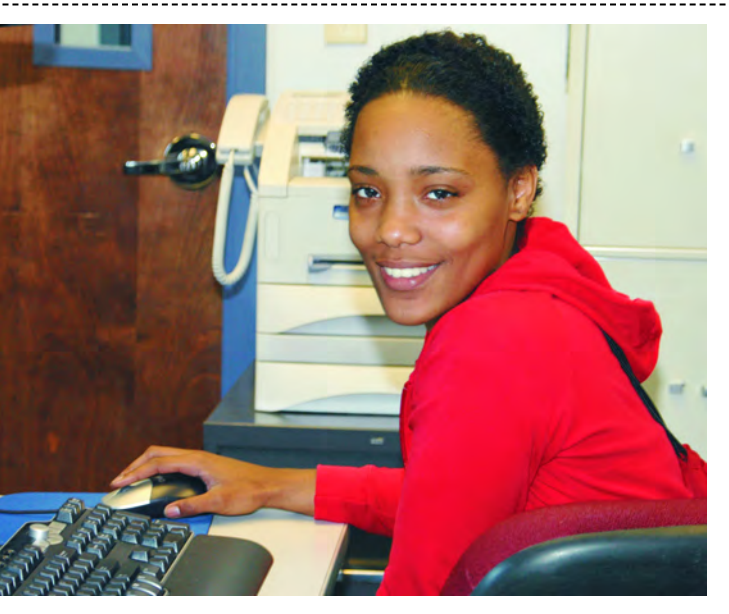
- **Work-It-Out Program**—Monthly workshops are held at Otterbein United Methodist Church for employed TCA customers to discuss issues surrounding employment and family. Topics range from childcare to budgeting. On-site childcare and refreshments are provided. In FY'09, 158 TCA customers were served, along with 173 of their children.

- **Work Central Hotline**—Former TCA customers are contacted weekly by a hotline representative to discuss problems that could interfere with being employed. The representative makes referrals and connects customers with community resources that can help to maintain employment. In FY'09, 1,330 contacts were made to TCA customers.

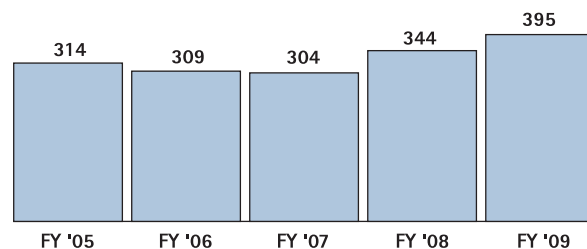
### FAMILY INVESTMENT (FI) PROGRAMS

FI administers the state and federally funded programs described below. Eligibility for each program varies and is determined by financial and technical requirements. Technical factors include criteria such as age, household composition, employment status and shelter costs. Each applicant is required to provide the needed information and verification before eligibility can be determined.

**Temporary Cash Assistance (TCA)**—(Replaced the *Aid to Families with Dependent Children (AFDC) program in state law.*) Temporarily provides for children in need and their caretaker relatives. Those who are employable are included on the grant and must find employment. Most adult participants can only receive benefits for five years. The average family of three unable to support themselves in FY'09 received a \$575 grant each month.



**TEMPORARY CASH ASSISTANCE CASELOAD**  
**AVERAGE PAID CASES PER MONTH**  
*FY 2005 thru 2009*





**Work Opportunities Program**—Maryland’s welfare-to-work program. Helps TCA customers move from welfare dependency to self-sufficiency through employment. The program focuses on all non-exempt customers with children. Customers are assessed and a personal work plan is developed for each adult customer to identify needs and establish a course of action to obtain employment and self-sufficiency. Customers receive short-term vocational classes to prepare for job placement.

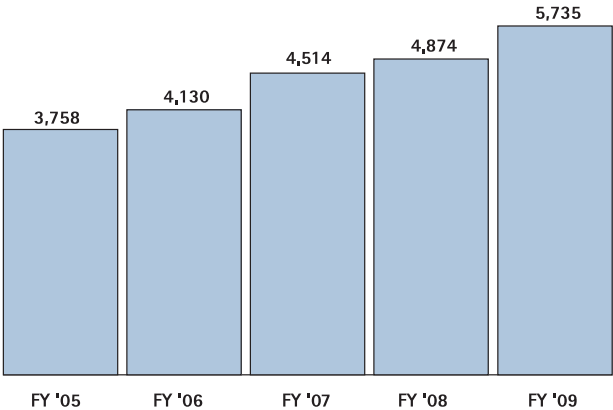
**Welfare Avoidance Grant (WAG)**—Cash assistance to avoid the need for TCA and/or other benefits. Payment is made on behalf of a family with children for immediate and limited work-related needs. This is not an entitlement program. Funding is limited and can only be used for needs directly related to obtaining or maintaining employment such as vehicle repairs and job-related equipment. Persons who receive a WAG cannot receive TCA benefits for a specified time period. In FY’09, one household received a WAG.

**Public Assistance to Adults (PAA)**—Provides help for adults in need of protective and supportive living arrangements in order to reside in the community. PAA provides a monthly payment of state funds to aged, blind or disabled individuals who have been certified for assisted living, a care home or a Department of Health and Mental Hygiene (DHMH) rehabilitative residence and have allowable needs in excess of their total income. An average of 90 customers received PAA each month in FY’09.

**Food Supplement Program**—Supplements a household’s food budget by providing benefits to Washington County residents with income too low to provide their families with basic nutrition. Monthly allotments are used to purchase food items only. A monthly average of 5,735 households received food stamps in FY’09. The Food Supplement program inputs \$1,427,970 each month to food stores in Washington County.



**FOOD SUPPLEMENT CASELOAD**  
**AVERAGE PAID CASES PER MONTH**  
*FY 2005 thru 2009*



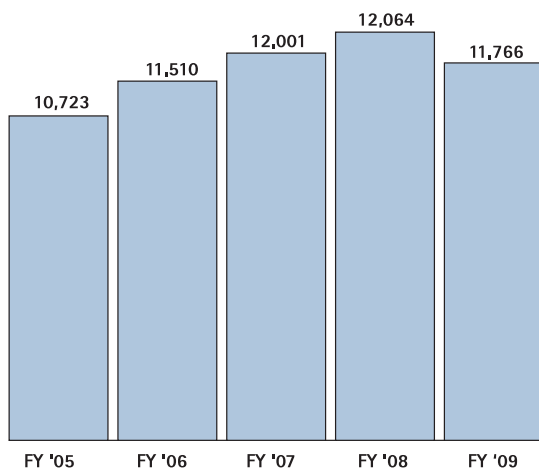


**Medical Assistance (Medicaid)**—Addresses immediate and long-term health care needs by providing a broad range of health care services to the community. In Maryland, the Department of Human Resources staff determines clients' Medicaid eligibility, and the Department of Health and Mental Hygiene is responsible for policy development and fiscal management. Medicaid programs assist eligible residents of all ages. Groups automatically eligible for coverage include SSI recipients and certain TCA, PAA and institutionalized individuals. Low-income single adults and childless couples, between the ages of 21 and 64, remain the most vulnerable because no government-subsidized health insurance exists for this group. Maryland continues to use the managed care approach to providing health care to most of the Medicaid population. Recent initiatives have expanded the Maryland Children's Health Program (MCHP)

that provides medical coverage to individuals under the age of 19 and pregnant women with family income below 200 percent of the federal poverty level. The medical needs of individuals in nursing homes and rehabilitation facilities continue to be addressed by Medicaid. An initiative, the waiver for older adults, offering

**MEDICAL ASSISTANCE CASELOAD  
AVERAGE PAID CASES PER MONTH**

*FY 2005 thru 2009*



assistance to individuals in certain assisted living situations continued in FY'09. Special outreach programs have been implemented to encourage eligible individuals to participate in the Qualified Medicare Beneficiary (QMB) and Special Low-income Medicare Beneficiaries (SLMB) programs. These programs help Medicare recipients with premiums, co-payments and deductibles. Over 180 million dollars was spent in Washington County by the Medical Assistance program during FY'09. A monthly average of 11,766 households received medical assistance in FY'09.



**Electronic Benefit Transfer System (EBTS)**—Used to issue cash and food stamp benefits through automated teller machines and point-of-sale machines. Individuals are able to access benefits using an *Independence Card* encoded with information on a magnetic strip. EBTS cards are now mailed to customers. In FY'09, 205 EBTS cards were issued locally to homeless customers.

**Temporary Disability Assistance Program (TDAP)**—A state-funded entitlement program for needy, disabled adults without children who are ineligible for other forms of public assistance. A temporary benefit of \$185 per month is paid to eligible individuals until their condition improves or they become eligible for long-term federal disability benefits. Limited medical and supportive services are also provided. A recipient whose disability is based on substance abuse is required to have a representative payee. A monthly average of 246 households received TDAP in FY'09.

**Purchase of Care (POC)**—An income-based subsidy program to assist eligible low-income families with the payment of child care expenses. Families are assessed a co-payment based on factors such as income, type of care and age of child. A major eligibility factor requires that any adult in the household participate in an approved activity such as employment, training or education. Participation in the POC program continues to increase due to the success of welfare reform. Many TCA customers have found employment and have used child care vouchers to assist with the cost of child care. Additional funding has enabled more of the “working poor” to receive help with child care expenses.

**Emergency Assistance to Families with Children (EAFC)**—Provides cash assistance payments to help families with children resolve a specific emergency such as an eviction, foreclosure or utility cut-off. Burial assistance payments are limited to recipients of public assistance, SSI,

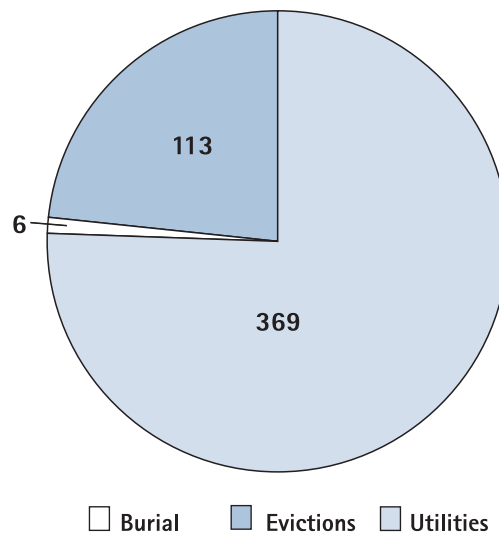






foster care children or certain medical assistance recipients in nursing homes. Local policy defines eligible types of emergencies and determines the amount available for assistance. Funding is limited. The maximum allowable amount per household per year is \$300. The maximum amount paid for burial assistance is \$650. EAFC grants assisted 488 Washington County families in FY'09 for a total of \$121,303.31. Eviction prevention funds were provided to 113 households. Three hundred sixty-nine families received assistance with utilities and six received burial grants.

**EMERGENCY ASSISTANCE**  
*FY 2009*



## *Fiscal Year 2009 Accomplishments*

- Completed safety assessments for 1,625 families in Child Protective Services (CPS) including 4,588 children. One hundred fourteen children or 2.5 percent required out-of-home placement.
- Safe Place maintained full accreditation status from the National Children's Alliance.
- Thirty-four foster children achieved permanency through adoption services.
- Generous Jurors Program continued to generate donations for foster children from local citizens selected for jury duty. This year's total donations were \$3,159.
- Completed risk assessments for 360 vulnerable adults in Adult Protective Services.
- More than 600 adults remained safe and independent in the community as a result of adult service programs.
- Supported 35 pregnant or parenting high school students to remain enrolled in school; 22 graduated in June, and 11 were promoted to the next grade.
- Expanded Family Involvement Meetings to review any change in foster care placements and change permanency plans.
- Foster Care's TYTF (Transitioning Youth to Families) initiative reduced the group home population from 59 youth to 39 youth as of June 30, 2009.





## CHILD WELFARE INTAKE and CONTINUING CHILD PROTECTIVE SERVICES

The Child Welfare Intake program provides short-term intake services to all families involving children referred to the Department. The specialized services included are:

### Child Protective Service Intake (CPS Intake)—

Provides assessment services to children who are believed to be abused or neglected by their parents or caretakers with the goal of protection and intervention to improve family functioning.

**Services to Families Intake**—Services to Families with Children is a solution-focused, case management service dedicated to moving families from state income dependence to work opportunities while simultaneously reducing the risk of harm to the children in these families.

### Continuing Child Protective Services—

A time-limited, specialized service designed to help families alleviate risk factors to children identified during the initial assessment phase.

### TRENDS

- Total number of CPS Intake referrals increased from FY'08 by 2 percent. Sexual abuse decreased 15 percent, neglect decreased 1 percent and physical abuse increased 20 percent.

- Continuing CPS served 475 children with only 45 children or 9 percent requiring out-of-home placement.
- Continuing CPS served a monthly average of 92 families in FY'09, compared to a monthly average in FY'08 of 90, an increase of 1 percent.

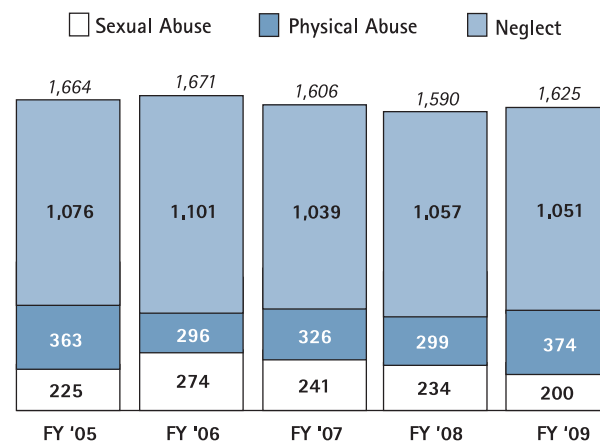
## COMMUNITY PARTNERS

Building community partners continues to be a priority. In FY'09, as a result of the strong community partnerships already in place, the following progress was made:

- The *Twenty-first Annual Child Abuse and Neglect Conference* was held with almost 400 community participants.
- Revised the Multi-Disciplinary Team agreement to increase community partners and ensure the safety and well-being of children.



CHILD PROTECTIVE SERVICE INTAKE  
FY 2005 thru 2009





## FOSTER CARE and ADOPTIONS UNIT

The Foster Care program provides short-term, continuous support services to children who require removal from the home due to abuse, abandonment, neglect or risk of serious harm. Depending on the child's needs, care is provided in an approved foster home, therapeutic foster family home, group home or a residential treatment center. Foster Care staff provides and coordinates a wide-range of services to the child in care, the child's family and the foster parents to achieve a permanent placement plan for the child.

Adoption is one of the permanency options for children in foster care. Children who are under the Department's legal guardianship are placed with families in Washington County, or elsewhere in the state. Adoption staff supports children and families through the adoption process and beyond.

Currently 303 children who were locally adopted from the foster care system are receiving a monthly-subsidized adoption stipend. In addition, the Department sponsors a monthly adoption support group.

Specialized case management services are provided to older youth in foster care to help prepare them for independent living. The John H. Chafee Independent Living Preparation Program allows local departments to provide independent living preparation and after care services to youth

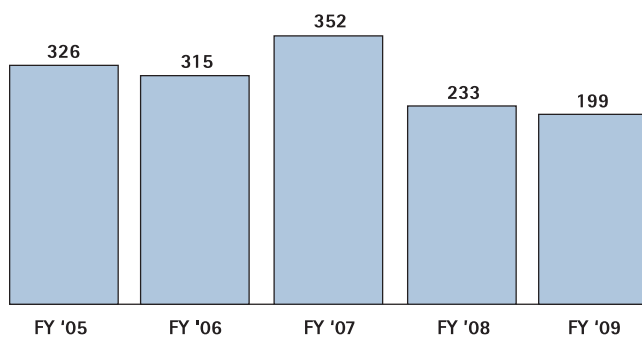
between the ages of 14 to 21 who are in foster care. During FY'09, a staggering 353 youth in this age range were served. Services provided included case management, financial assistance, life skills programs, group independent living activities, recreational and social activities, individual and group therapy, and services to assist youth to transition into their own semi-independent or independent living arrangement. Seven youth graduated from high school. One of these youth plans to enter the armed services, one youth is enrolled in a vocational training program, and four of the youth will enter college. Additionally, another three youth were already enrolled in and attended college during the fiscal year.

The foster care program was fortunate to have hired a social worker to serve as the agency's Independent Living Coordinator. The Independent Living Coordinator facilitates the department's Independent Living Life Skills group, completes life skills assessments on youth in foster care, provides case management for youth returning to the department for after care services, and works with youth who are in semi-independent living arrangements.

The Department approved and facilitated 20 voluntary placements of children into foster care during FY'09. The children placed into voluntary foster care placements have such challenging mental health needs that their families were no longer able to maintain them in their homes in the community.

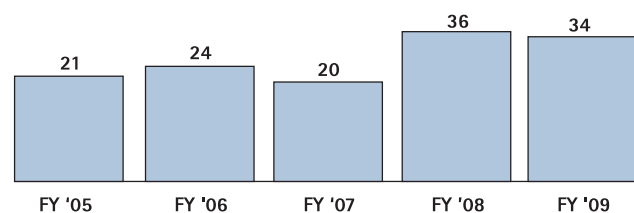
### TOTAL CHILDREN IN FOSTER CARE

*FY 2005 thru 2009*



### FINALIZED ADOPTIONS

*FY 2005 thru 2009*







The Department found an appropriate foster care placement for these children but their parents retained custody and control of all the decision making and treatment choices for their children.

Foster Care and Adoptions staff approved 45 new foster/adoptive resource homes in FY'09 for a total of 167 approved homes by the end of the year as compared to 160 in FY'08.

### TRENDS

- One hundred twenty-three children entered out-of-home care in FY'09. This number is a 17 percent decrease from the 148 children entering out-of-home care in FY'08. In FY'07 the number of children was 156. The Family Involvement Meeting began in July 2007. This process of bringing all interested individuals together to discuss a family's situation has reduced the number of children entering care. Therefore, the needs of the children and families involved in out-of-home care represent the more challenging situations for staff.
- An average monthly foster care caseload in FY'09 consisted of 213 children. The average monthly caseload in FY'08 was 273. Twenty-five less children entered out-of-home placement in FY'09. However, the needs of the children and the issues that necessitated removal continue to increase in severity. The median length of stay in foster care for children who entered care during FY'08 was four months. FY'07 was seven months.
- Of the 190 cases closed, 149 cases or 78 percent had the following positive outcomes:
  - seventy-nine children returned home,
  - custody or legal guardianship granted to relatives/caretakers of 26 children,
  - thirty-four adoptions were finalized, and
  - ten youth lived independently in the community.

### THE FAMILY SERVICES UNIT

**School Family Liaison Program**—In partnership with the Board of Education and County Commissioners, this prevention, early intervention program targets elementary school students who have problems with grades, attendance and/or behavior. It also accepts referrals for family support. The program received 213 referrals resulting in 195 families with 530 children accepting services. Of the targeted children referred to the program, 52 were referred for family support, 26 for attendance, two for grades, 11 for behavior and 122 for a combination. The liaisons also provided short-term supportive services to 41 students who participated in groups focusing on social and leadership skills.

The School Family Liaison Program received \$62,790 in support from the Washington County Commissioners.

**Family Involvement Meetings (FIMs)**—The goals of Family Involvement Meetings are to improve outcomes for children and families through a collaborative approach to service delivery, increased support to child welfare staff and engaging the larger community in child welfare decisions.





Family Involvement Meetings are convened around decision points in casework. These include initial removals of the child from the home, placement changes in foster care, considered changes in the permanency plan, and prior to reunification. In FY'09, 277 FIMs were held regarding the safety and well-being of 445 children. Shelter care of children was avoided for 200 children. When children entered foster care, 87 percent were placed in a family setting.

**Family Services (SFC)/Temporary Cash Assistance (TCA)**—SFC/TCA is a solution-focused, case management service dedicated to moving families from State income dependence to work opportunities while simultaneously reducing the risk of harm to the children in these families.

During FY'09, 146 new families for a total of 307 families and 342 new children were served. Eighty-two parents were employed and 22 parents obtained employment during the year. The average salary was \$7.58. Average hours worked per week was 31.

#### **Interagency Family Preservation (IFP)**—

IFP is a short-term, time-limited, intensive, voluntary, in-home service that provides crisis intervention services to families where there is a potential risk of an out-of-home placement. Referrals can be received from the Department of Social Services, Department of Juvenile Services, Board of Education, Health Department and mental health professionals.

In FY'09 IFP assessed a total of 109 families for services and provided intensive services to 72 of those families (12 of those families continued services initiated in FY'08). Twenty-five of the families served were referred by Child Protective Services, 22 families were referred by community mental health programs, 15 families referred by Foster Care, six families from the Board of Education, two from Services to Families with Children, and two from the Department of Juvenile Services.

#### **THE WASHINGTON COUNTY SAFE PLACE CHILD ADVOCACY CENTER**

Safe Place, Washington County's Child Advocacy Center, provides a child-focused, facility-based program committed to reducing the trauma to children who have been physically and sexually abused. Law enforcement, prosecutors, child protective service social workers, mental health and medical professionals collaborate to provide timely investigations and therapeutic interventions. The Center follows a national model for children's advocacy centers.

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During the past eight years, the Center has provided services including five mandated best practices; joint investigations, forensic examinations, therapy, family advocacy and coordinated response. All services are located on-site and the child and family benefit emotionally, physically and mentally through this comprehensive coordinated response by multi-agency professionals working together from the initial investigation through the disposition of the case. Families benefit by understanding the criminal justice system and child protection systems better. Safe Place is the only agency in the county offering this comprehensive approach to child abuse investigations. The Center is one of a few in the state to offer on-site forensic medical exams, therapy and family advocacy services to children and their non-offending family members. The Center provides immediate crisis intervention services to families without waiting lists.





Safe Place Child Advocacy Center received national accreditation through the National Children's Alliance in 2005.

### Accomplishments

- Maintained full accreditation status from the National Children's Alliance. The Program Manager has provided technical assistance/-mentorship to 13 communities in MD, VA, PA, and WV with the development of Children's Advocacy Centers.
- Friends of Safe Place, Child Advocacy Center, Inc. participated in the second United Way Campaign and received funding during the second funding cycle.
- Updated website: [www.safeplacecac.org](http://www.safeplacecac.org)
- Friends of Safe Place, Inc., held the Third Annual Evening of Comedy and Magic at the Maryland Theatre in March 2009. Collaborated with Chamber of Commerce Women's Golf Tournament and Sunrise Rotary's Annual Dinner and Auction Fundraiser.
- Received full funding through the Washington County Gaming Office to pay for rental costs and cleaning costs of running the Center.
- Collaborated with Washington County Public Schools Technical High Students in the production of a public service announcement for the Center.
- Staff received Finding Words Maryland Training and attended the Mid-Atlantic Conference on Child Abuse and Neglect in Ocean City.
- Served 966 children and family members during 2009, including 344 primary victims and 622 secondary victims.
- VOCA Therapist served 93 new children and family members and provided 417 therapy sessions.



- The Family Advocate provided support services to over 196 children and non-offending family members and assisted with over 172 forensic medical examinations.
- Open House held to celebrate six years of providing forensic sex abuse exams on-site. Over 415 children have been served by the Center during those six years. Seventy-seven forensic medical exams were performed for primary victims and 95 medical information services to secondary victims for a total of 172 forensic exams/medical services in FY'09.
- During 2008-2009 Safe Place, completed renovations to include an additional 2200 square feet of space in the Murphy Community Health Building at 24 North Walnut Street, Suite 201. Friends of Safe Place, Washington County Child Advocacy Center, Inc. entity paid for the costs of the renovations. Expansion space included: staff space, medical room, interview room, therapist room, conference room, a new lobby and two family rooms have been added to better serve children and their non-offending family members.
- Received funding to purchase two flat screen televisions to compliment the IRECORD system for viewing child interviews at the Center.





- Coordinated with Washington County Government to install wireless internet in the suite for Law Enforcement Officers and the State's Attorney.

### THE WASHINGTON COUNTY FAMILY CENTER

Provides a variety of services for expectant parents and families with children aged birth to four to enable them to become self-sufficient through personal achievement, education and positive parenting. Services include on-site childcare, Adult Basic Education, General Equivalency Diploma (GED) instruction, External Diploma Program (EDP), high school credit classes, employability services, health services, parenting education and transportation.

In-home services are provided to families who are unable to come to center-based programs. The *Dads' Connection* completed its first full year in operation in FY'09. The program provides support services to fathers and/or those in a fathering role and who reside in Washington County. The primary goals of the program are to assist and support fathers in achieving self-sufficiency, financial stability, increase parenting knowledge, increase time spent with their

children, improve relationships, meet the financial needs of their children and develop a nurturing relationship with their children. Referrals are received from various community agencies, word of mouth, community outreach and marketing activities.

The Family Center is the result of strong community partnerships with up to eight agencies providing services in one location. Rental space for the Center is funded by the Washington County Commissioners.

### Accomplishments

- Served 140 adults and 109 children.
- Served 43 individuals in the adult education programs; six participants received a high school diploma through the External Diploma Program, and one through the GED program.
- Supported 35 pregnant or parenting high school students to remain enrolled in school; 22 graduated in June, and 11 were promoted to the next grade.
- Supported 31 participants with employment readiness and career assessment and 33 participants participated in health education services.
- Provided services to 73 fathers and 80 children through the *Dads' Connection*.
- Seventeen fathers participated in parent education classes; 25 received access and visitation services.
- Forty fathers were ordered to pay child support; amount of child support paid was \$33,553.



### ADULT SERVICES UNIT

The Adult Services Unit provides a range of case management, foster care, and aide services including personal and respite care and chore services to disabled adults aged 18 and older. All services are designed to assist vulnerable adults to meet their basic needs in the least



restrictive settings consistent with their health and safety. Adult services are voluntary with the exception of Adult Protective Services.

#### Adult Protective Services (APS)—

Investigates reports of abuse, neglect, exploitation, or self-neglect of vulnerable adults. APS workers intervene to provide access to needed professional services for persons aged 18 and older who lack the capacity to provide for basic needs such as food, shelter and medical care. Risk factors are identified and service plans developed to prevent further risk of harm to the adults. As a last resort, when adult clients are not capable of making decisions about their basic needs, APS may petition the court to appoint Guardians of the Person.

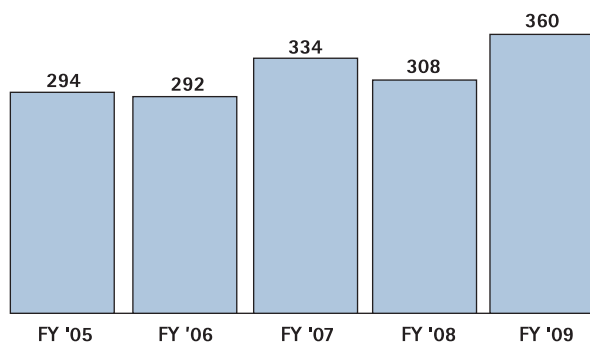


#### TRENDS and INVESTIGATION OUTCOMES

- Total Adult Protective Services investigations of abuse, neglect, exploitation and self-neglect increased by 15 percent from FY'08 to FY'09. The total number of investigations was 360.
- New APS investigations averaged 30 monthly. An average of three reports per month were screened out of APS investigation during FY'09.
- Of the FY'09 APS reports, 9 percent were allegations of physical or sexual abuse, 26 percent neglect, 17 percent exploitation, and 48 percent self-neglect.
- Monthly Continuing APS caseload averaged 53, which is an increase of 29 percent over FY'08.
- APS petitioned Circuit Court for guardians to be appointed for nine disabled adults who were not capable of making decisions. Guardianships of persons over age 65 are transferred to the Washington County Commission on Aging after the adult's service needs are stabilized.
- Monthly Guardianship caseload averaged 19 during FY'09.



**ADULT PROTECTIVE SERVICES  
TOTAL INVESTIGATIONS**  
*FY 2005 thru 2009*



When risks are reduced but services are still needed, the vulnerable adult is referred to the Department's Social Services to Adults or Project Home programs.

**Social Services to Adults (SSTA)**—Assists persons aged 18 or older, without dependent minor children, who need help living as independently as possible. SSTA assists elderly and disabled adults to access financial, medical, social, psychological/psychiatric counseling, housing and other services. Individuals aged 18 and older with incomes of less than 80 percent of state median income and if their liquid assets are less than \$20,000 are eligible.



### Accomplishments

- Reduced the SSTA waiting list by improving the screening process.
- Provided ongoing case management services to a total of 497 adults.
- Managed an average monthly caseload of 204 aged adults.
- Managed an average monthly caseload of 164 non-aged adults.
- Assessed for SSTA services an average of 17 new cases each month.

**Senior Care Case Management**—Funded by the Washington County Commission on Aging, this service assists persons aged 65 or older who are moderately or severely disabled to live as independently as possible. Services are limited to those who earn no more than 60 percent of the State median income and have assets that do not exceed \$11,000 per individual or \$14,000 per couple.

Services include assessment, planning, referral, advocacy, monitoring and evaluation of customer needs. When the customer needs services such as personal care, chore service, medications or day care, the case manager may be able to authorize the purchase of the necessary service with a special state discretionary budget referred to as gap-filling funds.

### Accomplishments

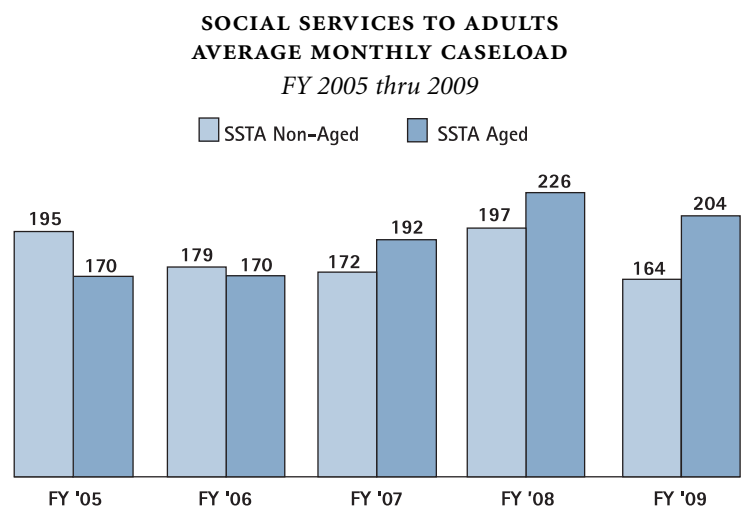
- Provided case management services to 134 older adults, with a monthly average caseload of 108.
- Gap-filling direct services budget was \$205,770, which was a decrease in funding from the previous year of \$11,842.

**Adult Foster Care**—Assists aged or disabled adults who are unable to live alone but do not require nursing home or hospital care. The program provides a moderately supervised adult foster care situation with the support and security of a family setting. Most of these adults have physical health problems that cause them to need assistance with some daily activities. Adult Foster Care providers furnish a safe and comfortable home with proper nutrition, transportation assistance, laundry, health care and overall supervision. This program would not exist without the support of the Washington County Commissioners, as county funds support aged and disabled adults foster care placements.

The project continues to recruit, assess, certify and train providers. There is a need for more specialized adult foster care homes.

### Accomplishments and Trends

- Washington County funded \$47,268 for the Foster Care for Adults Program that helped 44 individuals meet the total cost of their care.
- Provided an average supplemental monthly payment of \$302.
- Assisted an average of 11 individuals per month with county funds.





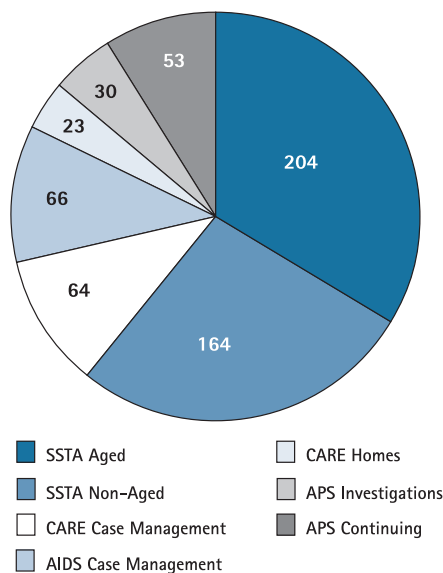
## CERTIFIED ADULT RESIDENTIAL ENVIRONMENT (CARE)

**Project Home Case Management**—Commonly known as Project Home, CARE provides supervised housing where elderly and disabled adults receive room, board, personal care and assistance with other daily activities. The goal is to deinstitutionalize or prevent hospitalization of chronically mentally ill and other disabled adults, including persons with Acquired Immune Deficiency Syndrome (AIDS).

### Accomplishments and Trends

- A \$45,839 one-year grant from Housing and Urban Development (HUD) funded a case manager to assist homeless disabled adults to obtain placements in CARE Homes. A renewal of the grant will begin September 2009.
- Through a partnership with the Commission on Aging and the Mental Health Authority, 12 adults per month who needed more intensive foster care services received supplemental funding and case management.
- Project Home received 43 referrals for assisted living placements and placed 17 disabled adults

ADULT SERVICES AVERAGE  
MONTHLY CASELOAD  
FY 2009



into CARE homes. The referrals came from the following sources: seven from Washington County Hospital, seven from Adult Protective Services, four from Service Coordination, seven from SSTA, six from family, two from Finan Center, and ten from other community sources.

**CARE Housing**—Recruits, certifies and trains persons to provide supportive shelter and home-like environments to adults who are chronically mentally ill or have other disabilities such as Alzheimer's disease or AIDS. A CARE home provides a protective living environment for the disabled adults who cannot live alone primarily due to mental or physical health problems. CARE providers must have the capacity to assist such adults, be financially stable and pass criminal background investigations. The home must meet state CARE, fire and health regulations.

### Accomplishments and Trends

- The number of CARE homes averaged 23 per month in FY'09.
- The need for more specialized CARE homes continues to increase as elderly and disabled adults seek this type of adult foster care living arrangement.



## HIV/AIDS SERVICES

The goal of this service is to assist individuals who have AIDS and/or are HIV positive, along with their families and/or significant others to live as independently as possible. Case management, education and supportive services are provided, along with linking customers to appropriate community resources and financial supports to meet their needs. HIV/AIDS awareness seminars are presented to community groups and professionals.

### Accomplishments

- Served 97 persons with HIV/AIDS and their families.
- Managed an average monthly caseload of 66 persons, an 11 percent increase from the FY'08 average.
- Utilized \$3,930 in community donated funds to assist persons with HIV/AIDS who had special needs.
- Utilized \$6,300 in *Project Home AIDS Emergency Voucher Funds* to assist persons with HIV/AIDS in crisis.

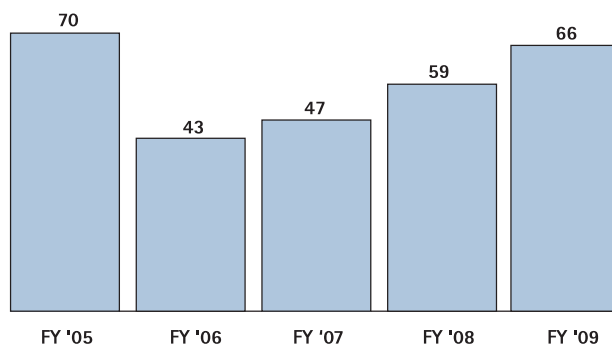
## IN-HOME AIDE SERVICES (IHAS)

Adult Service In-Home Aides assist disabled adults with personal care, household chores and transportation to needed services. Therapeutic services are aimed toward allowing persons to live in their own homes and to provide respite services to family members who are the primary caregivers.

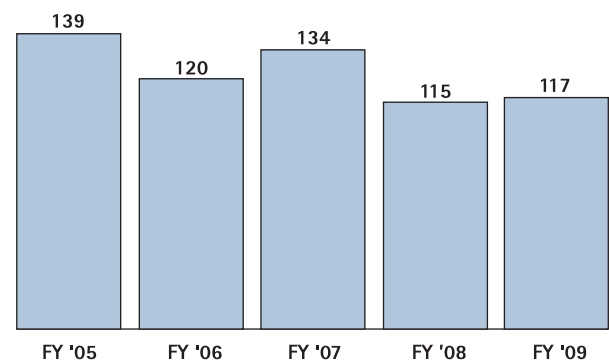
### Accomplishments

- Served 179 disabled aged and non-aged adults.
- Served 116 disabled, adults aged 65 and older.
- Served 63 disabled, non-aged adults 18 to 65.
- Managed an average monthly caseload of 117 disabled adults.
- IHAS Purchase of Service providers served 95 disabled adults.
- IHAS Purchase of Service providers managed an average monthly caseload of 40 disabled adults, a 5 percent decrease from FY'08.

**HIV/AIDS CASE MANAGEMENT  
AVERAGE MONTHLY CASELOAD**  
*FY 2005 thru 2009*



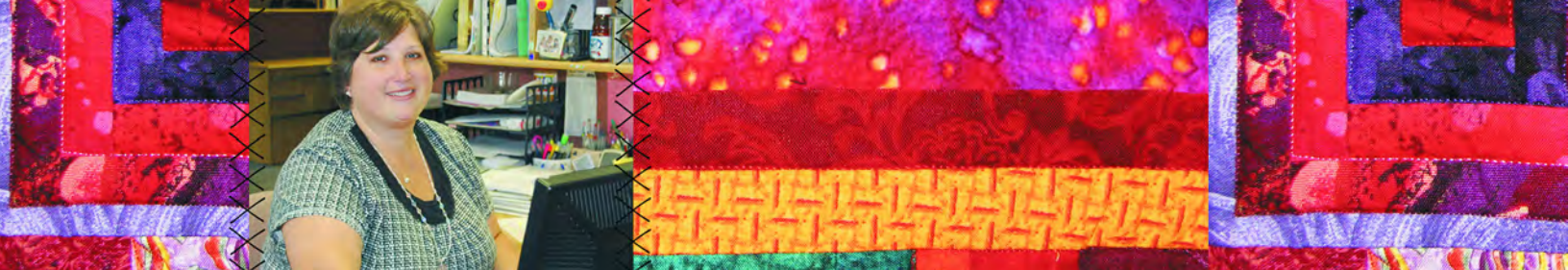
**IN-HOME AIDE SERVICES  
AVERAGE MONTHLY CASELOAD**  
*FY 2005 thru 2009*





## *Fiscal Year 2009 Accomplishments*

- The paternity goal of 90 percent was exceeded in FY'09, with paternity being established for 100 percent of the children born out of wedlock in the caseload.
- The court order goal of 80 percent was greatly exceeded in FY'09, with court orders established in 88 percent of the caseload.
- Child Support collections of \$385,285 were received in FY'09 from non-custodial parents participating in the Non-custodial Parent Employment Program (NPEP).
- An Early Intervention Program was implemented to introduce proactive case management to ensure more reliable payments of child support. The purpose of the program is to generate a stronger culture of compliance among non-custodial parents during the initial weeks of the order establishment process. During FY'09, 22 percent of the non-custodial parents paid the first monthly support amount that was due. Forty-seven percent made partial payments.
- Washington County implemented a joint project with the State's Attorney's Office to identify and refer the most egregious child support cases for criminal non-support prosecution. One hundred sixty-two cases of non-payment have resulted in collections exceeding \$115,100.
- Streamlined the receipting and collecting process by transporting payments to the State Disbursement Unit via courier service. This process has saved one hour of staff time per business day.
- Held quarterly meetings to brief all agencies and individuals involved in the IV-D program on issues, concerns and customer needs.
- Participated in Child Support Awareness month by distributing school supplies to children and hosting child support orientations with various community partners.
- Conducted a Parent's Day appreciation event through newspaper publication by recognizing non-custodial parents that regularly meet their child support obligations.



### CHILD SUPPORT COLLECTIONS

This Child Support Division collected \$14,606,221 in child support and arrearage payments in FY'09. This total was the result of servicing approximately 5,825 cases.

The Child Support Program provides many services to our customers. However, the incentive goals are the primary outcomes of the program and are based on five federal performance indicators (paternity establishment; support order establishment; current collection; arrearage collections; and cost effectiveness) for State child support programs. Achievement in these performance indicators ensure that federal audit standards are met and federal incentive money is increased for the State of Maryland.

### NON-CUSTODIAL PARENT EMPLOYMENT PROGRAM (NPEP)

The Non-Custodial Parent Employment Program (NPEP) commenced April 1, 2006. An initiative of the Maryland Department of Human Resources, this program is a collaborative effort of several internal administrations, local departments of social services and the University of Maryland School of Social Work. This program provides employment services and job readiness activities to non-custodial parents. Two hundred seventy-eight non-custodial parents were referred to the program; 66 have successfully become employed through the agency or personal efforts. Washington County has collected payments in excess of \$385,285 during FY'09. The success rate for finding employment is 24 percent.

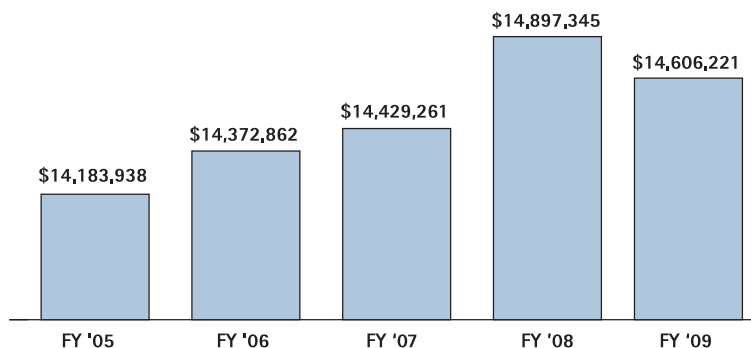
### PERFORMANCE MEASURES (as of 6/30/09)

	FFY'08 7/08-9/08		FFY'08 10/08-12/08		FFY'09 1/09-3/09		FFY'09 4/09-6/09	
MEASURE	4th Qtr. Goal	4th Qtr. Actual	1st Qtr. Goal	1st Qtr. Actual	2nd Qtr. Goal	2nd Qtr. Actual	3rd Qtr. Goal	3rd Qtr. Actual
PATERNITY	100%	104.42%	93.84%	95.74%	95.90%	98.20%	97.96%	102.81%
COURT ORDER	85.00%	87.36%	85.00%	87.28%	85.00%	87.44%	85.00%	87.86%
COLLECTIONS	75.45%	73.71%	73.83%	74.09%	73.96%	72.00%	74.08%	73.02%
ARREARS	80.73%	78.13%	52.52%	53.39%	68.08%	66.31%	74.73%	72.39%

\*Note: Child Support performance is calculated on a federal fiscal year. This chart depicts actual performance covering July 1, 2008 through June 30, 2009.



### CHILD SUPPORT TOTAL COLLECTIONS FY 2005 thru 2009







### LOCATION SERVICES

Location of the non-custodial parent is imperative to continue the process of getting children the support they deserve. In order to place the non-custodial parent under an enforceable child support order, staff must be able to serve that parent with a notice from the court that his/her children are in need of financial support. The location unit has an array of automated tools provided by the state and federal government to locate the non-custodial parent, their sources of income and assets. Eighty-eight percent of the caseload is under court order to pay child support.

### ESTABLISHING PATERNITY

Paternity establishment continues to be a priority. When a legal father is established, the child is assured some basic rights such as social security benefits under the father's award, inheritance rights and knowledge of medical history of the extended family. The alleged non-custodial parent has the right to a DNA test, an attorney and a court hearing if paternity is contested. The paternity goal of 90 percent was exceeded in FY'09, with paternity being established for 100 percent of the children born out of wedlock in the caseload.

### ESTABLISHING SUPPORT ORDERS

Along with paternity, an enforceable court order for child support must also be established. The Federal threshold to maximize performance for establishing court orders is 80 percent. Washington County posted 88 percent for this category. Currently, 5,119 cases are under a court order to pay child support through this office. Child Support First allows us to file for child support immediately in most cases. Expediting the process to establish court orders through conciliatory appointments increases our performance in paternity and court order establishment and also gets support to families earlier.

### ENFORCEMENT AND MODIFICATION

Automatic earning withholding is one of the most useful enforcement tools. Driver's license suspension; tax refund intercept; new hires reporting; business, occupational and professional license suspension; passport denial; and garnishment of bank accounts are also useful enforcement tools that contribute to the successful collection rate. When other remedies fail, the Child Support Specialist will file contempt of court against the non-custodial parent. We are also utilizing the Non-Custodial Parent Employment Program (NPEP) to assist our non-custodial parents in gaining employment which enables them to begin making regular payments. Over 4 percent of the cases referred to NPEP are now receiving payments by Earnings Withholding Orders.

### CUSTOMER SERVICE

Washington County Child Support Office has redirected its telephone calls to a customer service Contact Center. The Contact Center's main function is to provide local child support offices with telephone services, staff to answer initial calls, alleviating the daily schedules of the local workers and providing them appropriate time to work caseloads. Contact Center

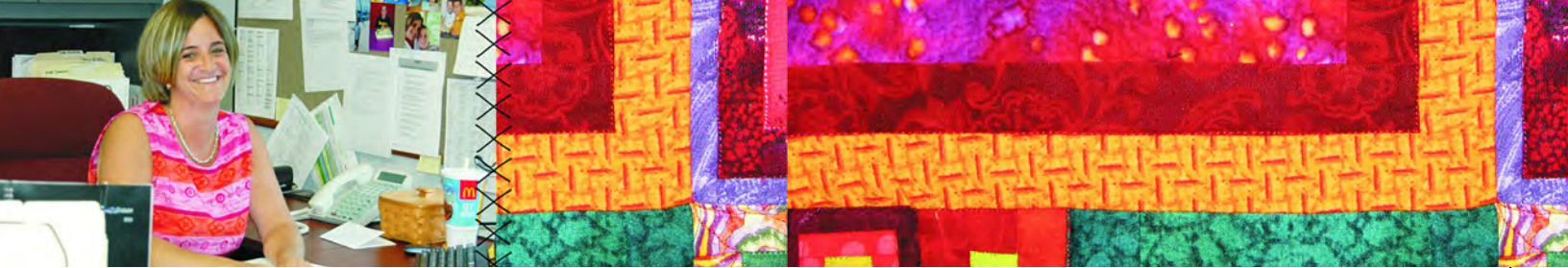
operators continue to successfully field more than 80 percent of all calls received without the need for local office involvement. Customers with needs that cannot be handled by the Contact Center operator are advised that the local office will be alerted to their need and will respond to them promptly. With the continued cooperation of our community partners, the Washington County Sheriff's Department, the courts and the legal community, Child Support will continue to lead the state in supporting children and offering customers the best services possible.



### *Fiscal Year 2009 Accomplishments*

- Foster Care and Adoption maintenance payments were automated through MD CHESSIE, the statewide child welfare information and finance system.
- Ninety-nine percent of all invoices were paid within 30 days of receipt of the invoice.
- An additional part-time security guard for the Child Support entrance was added providing full-time security coverage at both entrances.
- Seventy-one press releases were issued in local media resources.
- Washington County participated in the pilot for the Microsoft System Management Server to be used throughout DHR. This type of server software is a management tool for windows deployment, software updates, inventory, and configuration and application management.
- Washington County DSS piloted the testing of two virtual servers for the Office of the Information of Technology. Virtual servers reduce operating costs, decrease amount of hardware needed and increase efficiency.
- Three conference phones were installed for Family Involvement Meetings to allow customers to call in to participate.
- The Washington County DSS web page was updated including agency event pictures using Web Software.
- Microsoft XP operating systems were installed on all computers for customers and staff.
- Information Technology Unit provided software training for clients and staff throughout the year in Microsoft Office 2003. Forty agency staff and fourteen clients were trained.
- An automated Family Investment intake log was created to improve client appointment tracking.
- The Support Analysis Software Inc. calculator was installed for the Child Support Division. This software calculates Child Support obligation amount.
- The Washington County DSS Balanced Scorecard was redesigned to keep staff better informed about agency accomplishments.
- WCDSS Risk Management Team received statewide recognition for a Health and Safety Group Award of Excellence in Risk Management. The agency lowered their accident rate by 35 percent in FY'08.
- Personnel Staff attended two recruitment job fairs at local universities.
- The Finance staff were cross-trained in critical functions providing efficiency and increased performance.
- An online purchase order log for contract or purchase order monitoring was created.
- Finance staff met monthly with program staff to closely monitor tight budgets.





## PERSONNEL UNIT

The Personnel Unit was staffed with two individuals, a personnel officer and a personnel specialist, which provide services to a staff of 235 employees. These services include recruitment, employer/employee relations, grievance resolution, disciplinary actions, payroll, leave accounting maintenance and benefit administration.

The Personnel Unit conducted 41 recruitments during FY'09. The personnel office conducted quarterly employee orientations and provided one-on-one sessions to assist new employees transition to state employment.

The Personnel Unit continues to utilize new information technology in providing services to the staff and administration of the department. The employee database and leave accounting system quickly and efficiently provides data and reports required by the director, staff, and the Maryland Department of Human Resources. Employees' leave balances and sick leave occurrences are now available to them and to their supervisors online. The WCDSS Employee Handbook is available online to all employees with links to various internet sites for forms and additional information. Both resources have provided savings in time and resources to the agency while providing faster and more up to date information to employees, supervisors and managers. The WCDSS Intranet site continues to be an important link for the Personnel Unit for WCDSS employees as it functions as a source for forms, announcements and newsletters.

## FINANCE UNIT

The Finance Unit provides professional accounting management of fiscal operations safeguarding assets and assuring the accountability of funds. Finance staff use the automated statewide *Financial Management Information System* (FMIS) to track and report the agency procurements, budget



requests expenditures relative to appropriations and to prepare and produce month-end financial reports. The Finance Unit also utilizes the Department of Human Resources' *Automated Fiscal System* (AFS) software to manage agency accounts payable, accounts receivable, payments to clients and service providers as well as produce month-end financial reports. The Finance Unit focuses on accounting objectives and policies, operating procedures, system controls, timely and accurate reporting of financial and statistical data to all levels of government.

The Finance Unit ensures compliance of fiscal and procurement operations as prescribed in the regulations of State COMAR, the General



Accounting Division manual, the Department of Human Resources' Fiscal Manual, Circular OMB A-87 for grant guidance and other related agency, departmental, local and state government mandated policies and procedures. A key professional finance position was abolished due to state budget shortfalls.

#### **ADMINISTRATIVE SUPPORT and PROCUREMENT UNIT**

These two units provide internal and external mail services, purchase and issue office supplies for the agency and maintain the agency's fleet. Maintaining the agency's fleet involves following the maintenance standards established by the Department of General Services, procuring driver and vehicle gas cards, completing or reviewing and submitting accident reports to the control office. Private vehicle mileage is also tracked.

#### **INFORMATION TECHNOLOGY UNIT (ITU)**

The ITU provides IT support for the entire agency. It is staffed by three full-time employees. IT staff configure and maintain 330 computers, 46 networked printers, 196 printers, and five servers. General software and hardware service and training is provided to all users. In addition, the unit provides training for special projects and supports statewide system connectivity for 235 people on the Local Area Network (LAN).

The ITU also monitors all telecommunications. This includes configuring and maintaining the PBX and voice mail system, setting up 214 single-line telephones, 89 DTerm telephones, five cyracom telephones, 73 cell phones, and user support.







**WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES**  
**TOTAL FUNDS EXPENDED, COLLECTED AND DISBURSED**

*Fiscal Year 2009*

		SOURCE OF FUNDS				TOTALS			
		Federal	State	County	Private	FY'09	FY'08	Percent Change	
<b><u>Funds Expended (Net)</u></b>									
Total Grants & Client Benefits		18,096,763	9,463,038	396,390	281,300	28,237,490	28,413,132	-0.6%	
Personnel Costs		4,817,476	6,650,730		93,335	11,561,541	11,692,022	-1.1%	
Administrative Costs		743,342	1,024,163			1,767,505	1,930,220	-8.4%	
Total Funds Expended		23,657,581	17,137,930	396,390	374,635	41,566,536	42,035,374	-1.1%	
<b><u>Funds Collected &amp; Distributed</u></b>									
Child Support					14,606,221	14,606,221	14,897,345	-2.0%	
Other		280,391			720,775	1,001,165	909,950	10.0%	
Total Funds Collected & Distributed		280,391	0	0	15,326,996	15,607,386	15,807,295	-1.3%	
<b>Total Funds Expended, Collected &amp; Distributed</b>		<b>23,937,972</b>	<b>17,137,930</b>	<b>396,390</b>	<b>15,701,631</b>	<b>57,173,923</b>	<b>57,842,669</b>	<b>-1.2%</b>	



## CONTINUOUS QUALITY IMPROVEMENT (CQI)

### *Fiscal Year 2009 Accomplishments*

- Agency Executive Staff provided staff with quarterly updated management information and data relevant to their casework at all staff and division meetings.
- Monthly "Super Supervisors" trainings increased supervisory skills of administrative staff.
- The agency's second Leadership Development Program (LDP) began September 2008 and had ten participants that graduated in June 2009. This initiative addresses succession planning and results in creating recommendations to improve agency services.
- Ethics training was provided to staff as part of an LDP project aimed at creating an in-house Ethics Board.
- LDP Diversity Team provided "Gang Awareness Training" to staff through the Washington County Sheriff's Department.
- Diversity/cultural awareness training was provided to all staff.
- Family Investment expanded their *JOBReady* Center to meet the needs of our growing TCA population that includes work stations for our work experience interns.
- Family Investment staff utilized the CQI process to personalize and streamline customer service in our main lobby area.
- To promote community relations, the Communications Management Team continues to distribute a quarterly newsletter called "Partners in Press" to external stakeholders.
- Quality Council continued the successful "Open Mic" and CQI suggestion box to solicit input from staff. In FY'09 there were 18 suggestions discussed at Quality Council meetings.
- The Continuous Quality Training Team provided CQI training to 11 new employees.
- A team chartered by the Quality Council sponsored agency events to remind staff of the importance of returning phone calls within 24 business hours.
- Employees First Committee sponsored 11 employee morale and team building activities.
- Two staff were certified in CPR and Automated External Defibrillator (AED) procedures, who trained 46 co-workers.
- All agency staff were recognized as Employees of the Year during annual Employee Recognition celebration that also recognized two community partners.
- Agency accomplishments for FY'08 presented to internal and external stakeholders.
- Maryland Charities Campaign collected \$13,864.69 from employee donations and in-house events.





- The local Toastmasters chapter, WCDSS Wordsmiths received "Select Distinguished Club" status from Toastmasters International. Three employees received Competent Communicator awards.
- Intra and Inter-agency communication and coordination was enhanced by way of bi-weekly Child Support meetings and quarterly meetings.
- Community awareness of child support services was raised through newspaper publications recognizing non-custodial parents that regularly meet their child support obligations for Parent's Day appreciation event.
- An Early Intervention program continues to introduce proactive case management for more reliable payments of child support.
- The Child Support Fiscal Unit streamlined their receipting and collecting process by directly transporting payments to the State Disbursement Unit for posting and disbursing to the customer via courier service.
- Public Awareness for child support services was raised by hosting orientations with various community partners.



## MANAGING FOR RESULTS

WCDSS FY'09 MANAGING FOR RESULTS	TARGET INDICATOR	Jul'08	Aug'08	Sep'08
<b>Child Support</b>				
Maintain the Child Support Order Establishment Rate	80%	87.69%	87.71%	87.13%
% of increase of amount of Child Support Collected	1/2%/yr. or .04%/mo.	74.64%	74.64%	74.34%
% of increase of number of Child Support Cases with a payment on arrears	1%/yr. or .09%/mo.	75.73%	77.20%	78.25%
<b>Family Investment</b>				
Food Stamp Error Rate	<6%	0%	0%	0%
Job Placements	150/13/mo.	19	13	15
Universal Engagement	100%	100%	100%	100%
<b>Administration</b>				
Report fiscal resources by required dates	100%	100%	100%	100%
All employees will receive an end cycle PEP evaluation based on their EOD	100%	100%	100%	100%
Info systems available after hiring, implementation or notification of upgrades	100%	100%	100%	100%
<b>ACFS/Adult Services</b>				
% of adult abuse cases with no recurrence in six months	96%	100%	97%	100%
% elderly & disabled continuing to live at max independence level in community	97.00%	99.00%	99.81%	99.64%
% of referrals responded to timely	95%	89%	94%	93%
<b>ACFS/Child Welfare</b>				
% children exiting foster/kinship care through reunification within 12 mos.	65%	10%	71%	50%
% children exiting foster/kinship care through adoption within 24 mos.	32%	33%	0%	67%
% children remaining with their families at least one year after receiving in-home family services	93%	100%	100%	100%





Oct'08	Nov'08	Dec'08	Jan'09	Feb'09	Mar'09	Apr'09	May'09	Jun'09	12 MONTH AVERAGE
87.05%	87.01%	87.28%	87.03%	87.53%	87.44%	87.96%	87.70%	87.86%	87%
79.36%	73.63%	74.09%	74.04%	73.04%	72.99%	73.36%	73.01%	73.02%	74%
38.45%	47.34%	53.39%	60.14%	63.62%	66.31%	69.68%	71.52%	72.39%	65%
0%	0%	0%	N/A	N/A	N/A	N/A	N/A	N/A	0%
24	13	17	12	10	12	17	10	8	170
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	99.72%
99.47%	100%	99.62%	99.81%	99.61%	100%	99.44%	99.64%	99.64%	99.66%
91%	95%	95%	92%	96%	89%	91%	87%	93%	92%
100%	25%	50%	43%	100%	40%	57%	67%	38%	54%
17%	100%	15%	0%	0%	0%	33%	100%	25%	33%
100%	100%	100%	97%	96%	100%	87%	100%	100%	98%



## COMMUNITY OUTREACH

The staff of the Washington County Department of Social Services (WCDSS) is committed to educating and informing the community regarding varied programs and resources available. In FY'09, WCDSS provided information about the Department's programs and services at the following events:

### COMMUNITY EVENTS

- *National Night Out*
- *Health Expo* for Hispanic and Latino population
- Kaplan College Job Fair
- Hagerstown Housing Authority Community Fair
- Participated in Walnut Street Clinic's Health Fair
- Convoy of Hope
- Teen Idea Challenge to prevent teen pregnancy
- Elder Abuse Conference at Hagerstown Community College
- Kaplan College's Community Awareness Day
- Dr. Tom Beecroft provided Supervisory Training: *Improving Employee Performance and Retention* for local employers
- Uninsured Conference at Robinwood Medical Center
- Elgin Station Fair
- Born Learning Event
- Head Start Fair
- Washington County Reading Day
- Kid's Alive
- Red Cross Blood Drive

### COMMUNITY OUTREACH

- VAPP (Voluntary Affidavit Paternity Program) with Post Op, Labor and Delivery Room staff of Washington County Hospital
- W-House
- Salvation Army
- Parkside Community Center
- Family Investment program presentation to staff at Kaplan College
- Hancock Assembly of God
- Potomac Case Management
- Safe Communities Meeting
- Department of Labor, Licensing and Regulation and *The Herald Mail* Job Fair
- Informational meeting with area local nursing homes to discuss LTC-MA policy changes
- Leadership Washington County Human Services Day program





**ECONOMIC IMPACT OF THE  
WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES**

*Fiscal Year 2009*

**Direct Payments to Clients**

Public Assistance	\$ 9,328,564	
Food Stamps	\$ 15,831,727	
Emergency Grants	\$ 121,303	
<b>Subtotal</b> .....		<b>\$ 25,281,594</b>

**Child Support Collections and Distributions**

Collections and Distributions	\$ 14,606,221	
Incentive Funds	\$ 31,289	
<b>Subtotal</b> .....		<b>\$ 14,637,510</b>

**Agency Salaries and Administration** ..... **\$ 14,199,543**

**Former Customers Employed** ..... **\$ 390,838** *(estimate)*

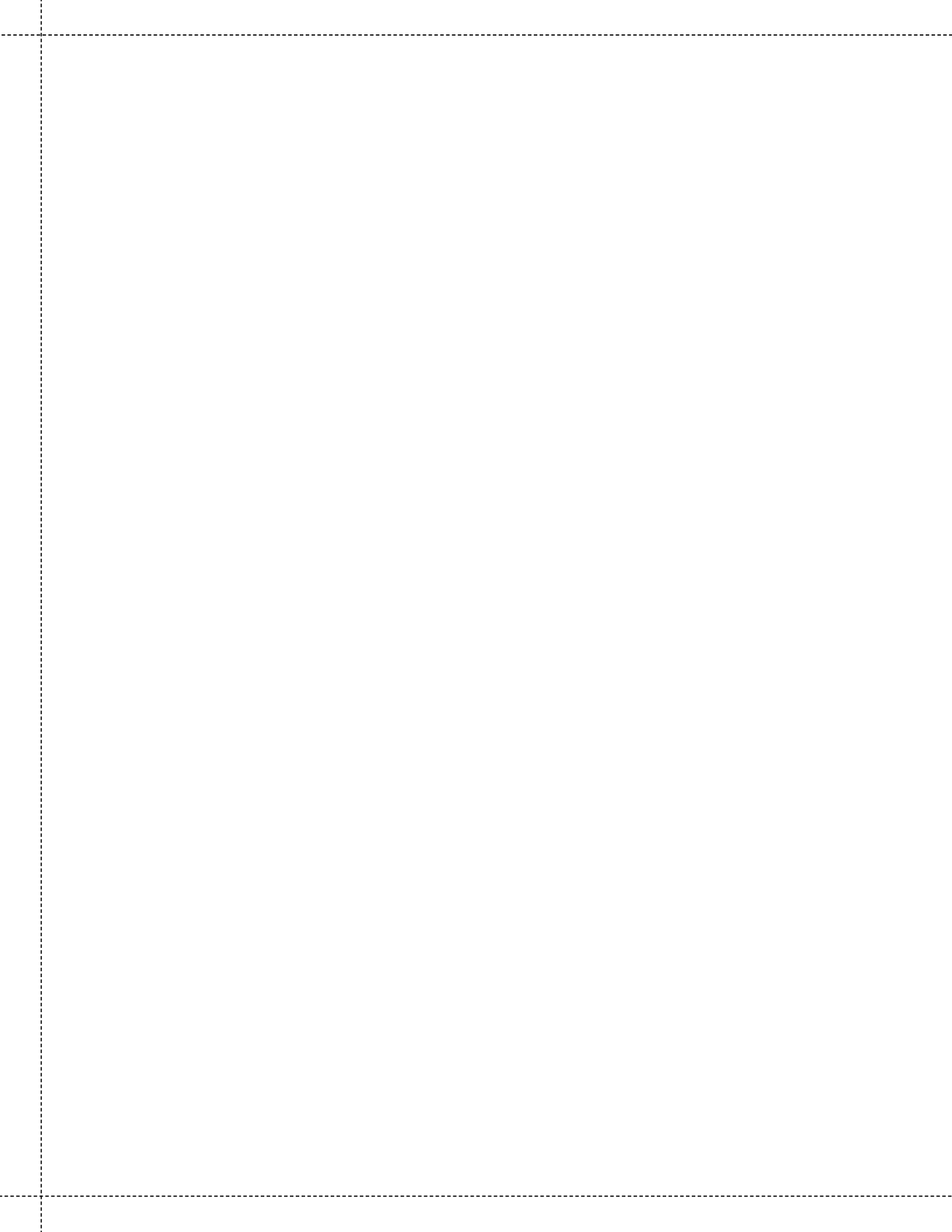
**Grant Funds Obtained by Agency Staff**

Family Center (Friends of Family, Judy Center, LMB, Weinberg, Community Foundation, Safe & Stable, Richard Funkhouser Foundation	\$ 397,158	
Child Advocacy Center (VOCA)	\$ 140,000	
Miscellaneous (HUD, LMB)	\$ 56,094	
<b>Subtotal</b> .....		<b>\$ 593,252</b>

**Welfare Reform** ..... **\$ 1,139,469**

**County Budget** ..... **\$ 321,390**

**GRAND TOTAL** ..... **\$56,563,596**







# Appendices



## COMMISSIONERS, BOARD MEMBERS & WASHINGTON COUNTY LEGISLATIVE DELEGATION

### WASHINGTON COUNTY COMMISSIONERS

John F. Barr, *President*  
Terry L. Baker, *Vice-President*  
James F. Kercheval  
William J. Wivell  
Kristin B. Aleshire

### WCDSS BOARD MEMBERS

David T. Yohman, *Chair*  
Dolores Harmon, *Vice Chair*  
James I. Blanks, *Secretary*  
Ellen Robertson Hayes  
John Miller  
Bonnie Elgin  
David Pool

### EX OFFICIO MEMBER

William J. Wivell,  
*County Commissioner*

### STATE SENATORS

**Donald F. Munson**  
*Local Office:*  
28 West Church Street  
Hagerstown, MD 21740-4808  
Phone: 301-791-4511  
*Annapolis Office:*  
James Senate Office Bldg., Room 401  
11 Bladen Street  
Annapolis, MD 21401-1991  
Phone: 410-841-3609

**Alex X. Mooney**  
*Local Office:*  
174 Thomas Johnson Drive, Suite 204  
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Frederick, MD 21705-0669  
Phone: 301-620-0200  
*Annapolis Office:*  
James Senate Office Bldg., Room 402  
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Annapolis, MD 21401-1991  
Phone: 410-841-3575

**George C. Edwards**  
*Local Office:*  
113 Baltimore Street, Suite 201  
Cumberland, MD 21502  
Phone: 301-722-4780

### STATE DELEGATES

**John P. Donoghue**  
*Local Office:*  
32 West Washington Street, Suite 202  
Hagerstown, MD 21740  
Phone: 301-790-3780  
*Annapolis Office:*  
Lowe House Office Bldg., Room 307  
6 Bladen Street  
Annapolis, MD 21401-1991  
Phone: 410-841-3125

**LeRoy E. Myers, Jr.**  
*Local Office:*  
14627 National Pike  
Clear Spring, MD 21722  
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*Annapolis Office:*  
Lowe House Office Bldg., Room 321  
6 Bladen Street  
Annapolis, MD 21401-1991  
Phone: 410-841-3321

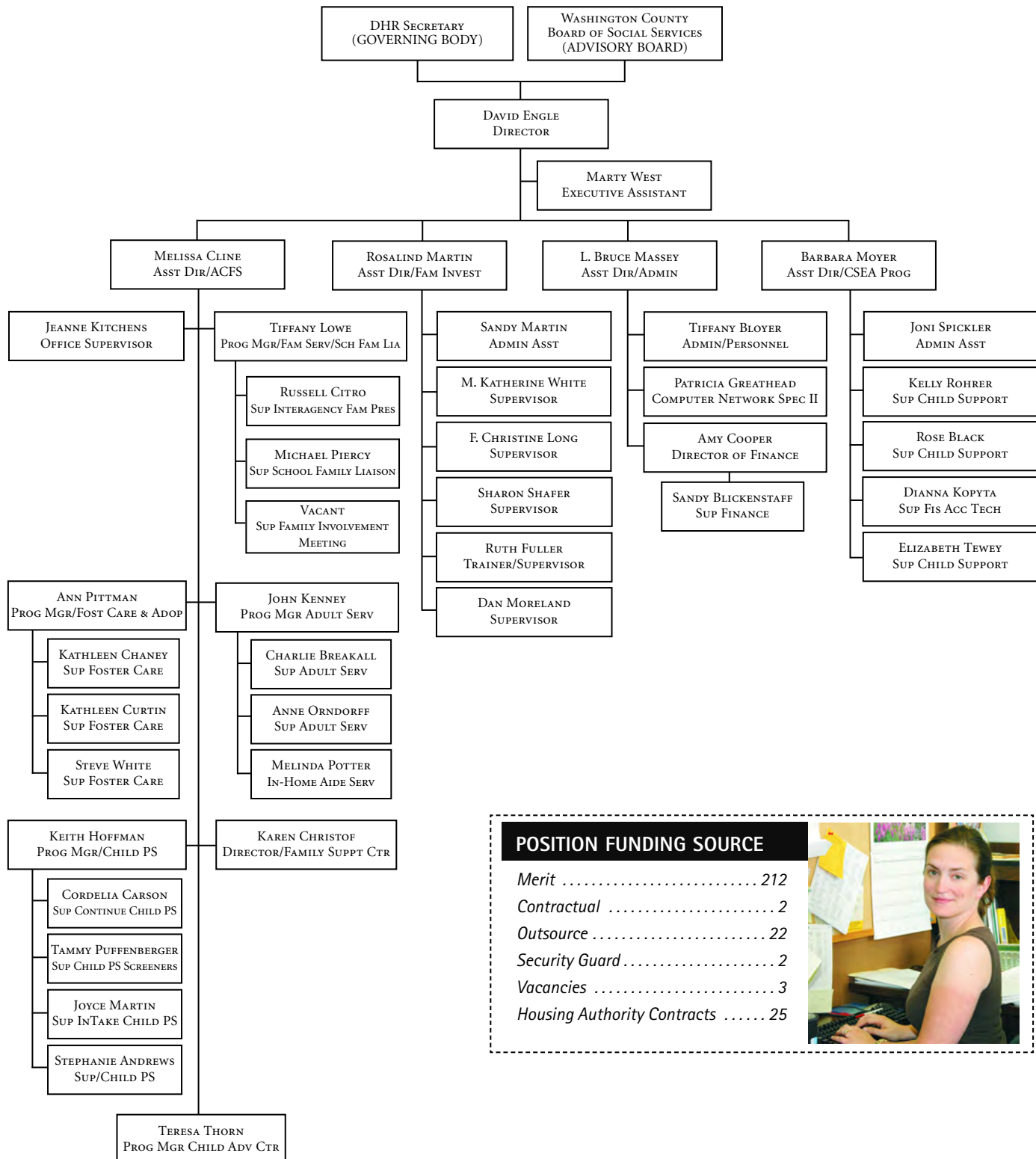
**Richard B. Weldon, Jr.**  
*Local Office:*  
13 West Potomac Street  
Brunswick, MD 21716  
Phone: 240-367-6146  
*Annapolis Office:*  
Lowe House Office Bldg., Room 324  
6 Bladen Street  
Annapolis, MD 21401-1991  
Phone: 410-841-3240

**Andrew A. Serafini**  
*Local Office:*  
2 North Conococheague Street, Suite 206  
Williamsport, MD 21795-1004  
Phone: 301-223-8030  
*Annapolis Office:*  
Lowe House Office Bldg., Room 321  
6 Bladen Street  
Annapolis, MD 21401-1991  
Phone: 410-841-3447

**Christopher B. Shank**  
*Local Office:*  
21 North Main Street  
Boonsboro, MD 21713-2014  
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*Annapolis Office:*  
Lowe House Office Bldg., Room 212  
6 Bladen Street  
Annapolis, MD 21401-1991  
Phone: 410-841-3636

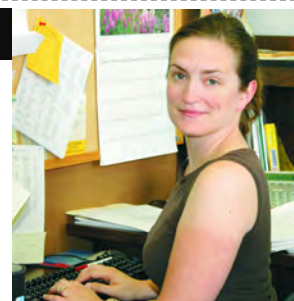


# WCDSS ADMINISTRATIVE STAFF



## POSITION FUNDING SOURCE

Merit .....	212
Contractual .....	2
Outsource .....	22
Security Guard .....	2
Vacancies .....	3
Housing Authority Contracts .....	25



## WCDSS STAFF ROSTER



David Engle, Director

Marty West,  
Executive Assistant

### ADMINISTRATION

Bruce Massey,  
Assistant Director

Vacant,  
Administrative  
Assistant

*Personnel*  
Tiffany Bloyer,  
Personnel Officer

Cheryl Wigfield,  
Personnel Specialist

*Security*  
James Wright  
Jim Elliott

*Finance Office*  
Amy Cooper  
Sandy Blickenstaff  
Dawn Testa  
Kristin McEnroe  
Barry Shoemaker  
Joycene Ray

*Computer Specialists*  
Tricia Greathead  
Ronnie Bolyard  
Matthew Schindler

### CHILD SUPPORT

Barbara Moyer,  
Assistant Director

Joni Spickler,  
Administrative  
Assistant

*Enforcement 1*  
Kelly Rohrer  
Pat Tagg  
Sharall Turner  
Mike Brown  
Gail Johnston  
Stephanie Kendall  
Becky Dick  
Kelley Barron

*Enforcement 2*  
Rose Black  
Pat Johnson  
Debbie Mills  
Roni Deike  
Sherry Norman  
Marilyn Eavey  
Jill Meyers

*Enforcement 3*  
Liz Tewey  
Khya Funk  
Laurie Taylor  
Cindy Hauver  
Marcia Williams  
Nicole Putman  
Pam Brown

*Customer Service/Fiscal*  
Dianna Kopyta  
Rochelle Cannon  
Ginger Griffith  
Denise Hall  
Diane Eves

### FAMILY INVESTMENT

Rosalind Martin,  
Assistant Director  
  
Sandy Martin,  
Administrative  
Assistant

*Reg. WP Specialist*  
Ellie Murto

*FI Unit*  
Ruth Fuller  
Marie Savko  
Star Blickenstaff  
Ginny Albert  
Tiffany Bell  
Debbie Neal  
Susan Buchanan  
Dorphen Garland  
Erin Gaddy  
Jacob Lane  
Joshua Bond

*FI Unit*  
F. Christine Long  
Lynda Matheny  
Kathie Duffey  
Pam Shank  
Tasha Dattilio  
Sue Fisher  
Kathy Jordan  
John Rohrer  
Sarah Zwarton  
Melody McClure  
Jennifer Canby  
Karen Paulson

*FI Unit*  
M. Katherine White  
Cathy Heagy  
Jennifer Brown  
Julie Lewis  
Sara Brannen  
Tricia Strite  
Mary Taylor  
Lisa Musser  
Amanda McDowell  
Jill Farkosh

*FI Unit/Job Center*  
Sharon Shafer  
Jimmy Gossard  
Missy Hose  
Kathy Brashears  
Faye Stauch  
Patti Daley  
Kristi Wallace  
Jessica Myers  
Monica Battle  
Katy Baker  
Tamika Fitzgerald

*Customer Service Unit*  
Dan Moreland  
Julie Burkholder  
Marcella Shell  
Darlene Shannon  
Debbie Sheppard  
Sandy Davis  
Dixie Smith  
Chaurice Capps  
Josie Castaneda

*Fraud Investigator*  
Dan Moore

*Addiction Specialists*  
Ruth Cunningham  
Dorrie Costa

### ACFS DIVISION

Melissa Cline,  
Assistant Director

Jeanne Kitchens,  
Administrative  
Assistant

*Adult Services Program*  
John Kenney  
Rob Slone  
Kristi Bender  
Carol Suker  
Paula Price

*Adult Services*  
Charlie Breakall  
Ann Dillard  
Sheri Lehman  
Susan Latimer  
Leo Brassard  
Meaghan Chaney  
Shelly Moats

*Adult Services*  
Anne Orndorff  
Susan Martz  
Margaret Hartley  
Trish Briscoe  
B.J. Dunn  
Hector Gomez

*Personal Care Nurse/IHAS*  
Melinda Potter  
Cheryl Goshorn  
Sherry Moats  
Diana Green  
Susie Keckler  
Pam Pohl  
Terri Jones

*Foster Care/Adoptions*  
Ann Pittman  
Bob McEnroe  
Nancy Hopkins  
Joseph Cass  
Roxann Russo

*Foster Care*  
Kathleen Chaney  
Kevin Buckley  
Becky Hoffman  
Terry McSwain  
Leslie Perse  
Kimberly Smith  
Brittany Tesla  
Michelle Wickless

*Foster Care*  
Steve White  
Pat Beachley  
Beth Hawbaker  
Bonnie Hollyoak  
Linda LaRocca  
Jesse Robins  
Sandy Snyder  
Heather Irvin  
Amanda Andou

*Foster Care*  
Kathleen Curtin  
Amanda Royal  
Loretta McGee  
Julie Kreit  
Cristina Firescu-Williams  
Becky Rice  
Tina Wolfensberger  
Megan Turner

*Family Services Program*  
Tiffany Lowe

*IFP Consultant*  
Joe Magri

*Interagency Family Preservation*  
Russell Citro  
Rhonda Hall  
Georgette Hughes  
Christina McAllister  
Eddie Van Metre  
Ed Soffe

*School Family Liaison*  
Mike Piercy  
April Faith  
Megan Doll  
Katie Russell  
Brenda Thomson  
Abby Short  
Megan Jordan  
Georgetta Kauffman  
Shannon Bennett

*Family Services/FIM*  
Melissa Doyle  
Anne Marie Parker  
Lynn Snyder  
Tracy Nelson

*Secretaries*  
Martha Marshall  
Patty Rhodes  
Becky Smith  
Linda Dawson  
Connie Bonenberger

*CPS*  
Keith Hoffman

*CPS Screeners*  
Tammy Puffenberger  
Susan Butts  
Doreen Mellott  
Mary Jo Barnhart  
Jessica Moreland

*CPS Intake*  
Joyce Martin  
Bruce McCarthy  
Elizabeth Wilson  
Shelly Bolland  
Michelle Goodrich  
Kim Farmer  
Barbara Whitehall  
Derek Getic  
Melissa Clark  
Ashley Logsdon  
Alison Lillis  
Linda Bell

*Continuing CPS*  
Corey Carson  
Jessica Martin  
Mark Conrad  
Andrea Kautz  
Karen Doub  
Vicky Keller  
Robin Stoops  
Teresa Nutter  
Kari Stine

*Child Advocacy Center-  
The Safe Place*  
Teresa Thorn  
Stephanie Andrews  
Barb Shevokas  
Brenda Lohman  
Helen Orndorff  
Sherry Keeney  
Jenel Keller  
Melanie Reinke  
Sara Cohick  
Debbie McFarland

*CPS Appeals Attorney*  
Tiffany Reiff

*Regional Appeals  
Coordinator*  
Pam Martin

*Family Support Center*  
Karen Christof  
Dori Yorks  
Rhonda Forrest  
Shana Matthews  
Kelly Kemp  
Sylvia Simon-Cannon  
Trisha Hovermale  
Kelli Miller  
Kimberley Dudley  
Gregory Wolfe  
Sarah Dietz  
Karen Lawrence  
Crystal Paylor  
Carol Leidahl  
Elizabeth Scallion





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*Washington County Department of Social Services is a field  
office of the Maryland Department of Human Resources*

*Martin O'Malley, Governor / Anthony G. Brown, Lt. Governor / Brenda Donald, Secretary*

*"I am a person  
through other people.  
My humanity is  
connected to yours."*

*— Author Unknown*